DoD Logistics Balanced Scorecard Overview

27 May 2004

DoD Logistics Balanced Scorecard Status

- Achieved Joint Logistics Board (JLB) approval of DoD Logistics Vision, Strategic Objectives and Level 1 & 2 Metrics
- Working with Logistics Process Owners to refine Level 3 & 4 metrics and develop baseline values & targets
- Developed and began execution of the DoD Logistics BSC Change Management Strategy, which includes monthly L&MR Sponsor Series memorandums

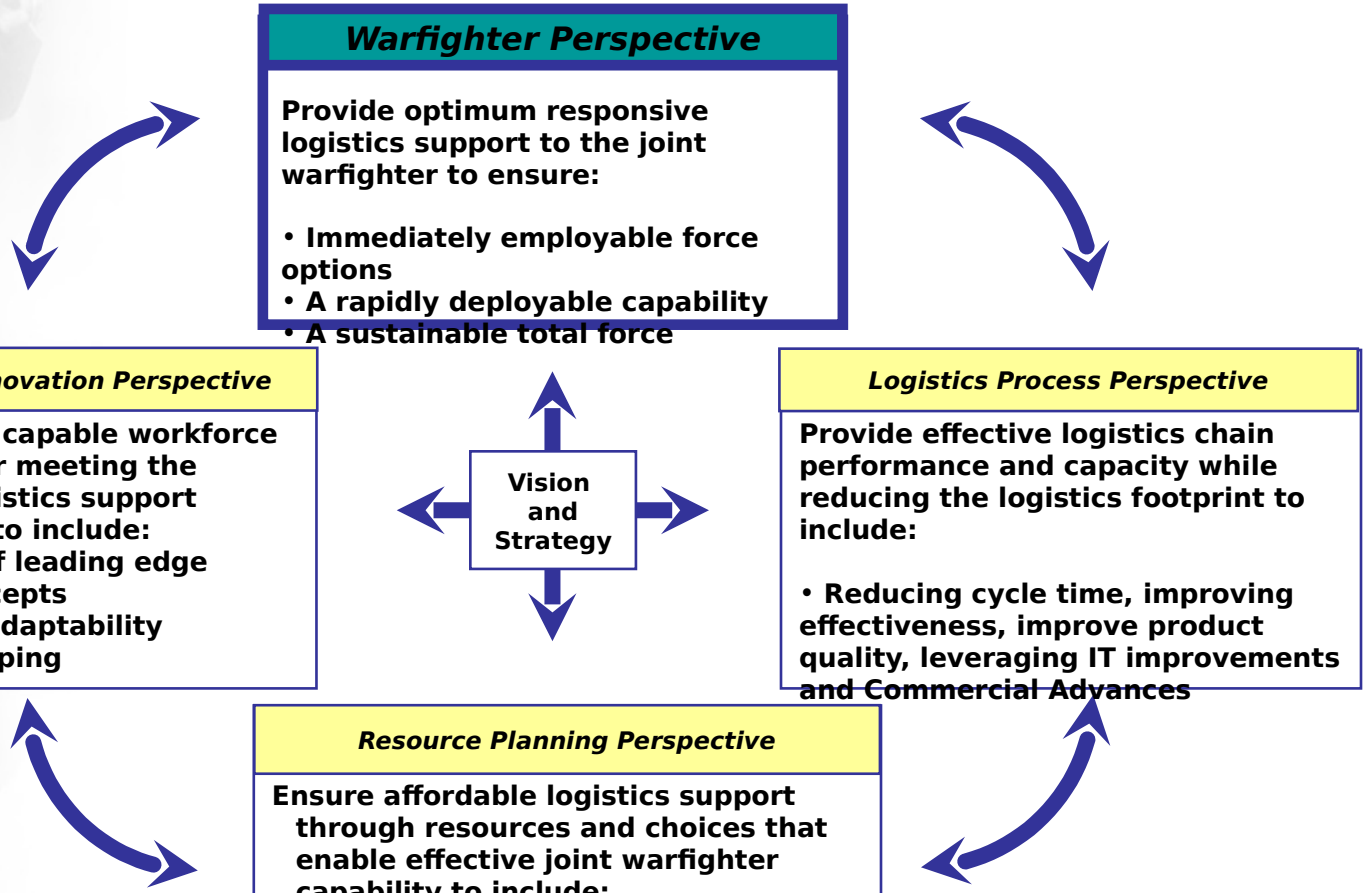
DoD Logistics Vision

JLB Approved Aug 03

Support rapid, agile deployment, employment, sustainment and reset/reconstitution of the Total Force, within acceptable risk, across the full spectrum of operations in a cost-effective manner.

DoD Logistics Strategic Objectives

JLB Approved Aug 03


Warfighter Perspective
Provide optimum responsive logistics support to the joint warfighter to ensure:
• Immediately employable force options
• A rapidly deployable capability
• A sustainable total force
Workforce & Innovation Perspective
Ensure a skilled capable workforce responsible for meeting the warfighter logistics support requirements to include:
• Introduction of leading edge advanced concepts
• Organization adaptability
• Workforce shaping
Vision and Strategy
Logistics Process Perspective
Provide effective logistics chain performance and capacity while reducing the logistics footprint to include:
• Reducing cycle time, improving effectiveness, improve product quality, leveraging IT improvements and Commercial Advances
Resource Planning Perspective
Ensure affordable logistics support through resources and choices that enable effective joint warfighter capability to include:
• Accurately forecast and identify logistics requirements
• Identify and understand the risks associated with logistics resource allocation
• Improved cost predictability and constrained cost growth.

DoD Logistics BSC Level 1 and 2 Metrics

JLB Approved Dec 03

W&I metrics are under development

Warfighter

L1: Force Readiness
L2: Equipment Readiness
L2: MC Rates
L2: Commodity Availability
L2: Logistics Units Readiness
L2: Prepositioned Readiness

L1: Force Sustainment
L2: Materiel Support
L2: Services Support

L1: Force Closure
L2: Distribution Capacity
L2: Distribution Visibility & Control
L2: Distribution Effectiveness
L2: Combat Effectiveness Achievement
L2: Prepositioned Effectiveness

L1: Reset
L2: Reset
L2: Operational Draw-down

Workforce & Innovation

L1: Workforce Capability
L2: Logistics End Strength
L2: Logistics Recruiting
L2: Logistics Retention
L2: Logistics Training

L1: Workforce Climate
L2: Logistics Workforce Satisfaction

L1: Innovation
L2: BEA Adoption
L2: Portfolio Management
L2: Portfolio Management Effectiveness

Logistics Process

L1: Logistics Chain Reliability
L2: Perfect Order Fulfillment
L2: Percent Total Asset Visibility *

L1: Logistics Chain Effectiveness
L2: Logistics Chain Agility
L2: Logistics Chain Cycle Time

Resource Planning

L1: Logistics Chain Predictability
L2: Planned Cost to Actual Cost
L2: Demand Forecast Accuracy

L1: Logistics Chain Cost Effectiveness
L2: Total Logistics Chain Cost Percentage
L2: Total Logistics Chain Cost

* As proposed by Process Groups

BSC Level 1s, 2s, and 3s

Force Readiness	Force Closure	Force Sustainment	Force Reset	Logistics Chain Reliability	Logistics Chain Effectiveness	Logistics Chain Predictability	Logistics Chain Cost Effectiveness
Equipment Readiness - Operational Availability - Operational Reliability	**Distribution Capacity** - Pipeline Capacity Index - Upside Distribution Flexibility - Available Cargo Platform Capacity	**Materiel Support** - Upside Supply Chain Flexibility - Order Cycle Time for Critical Support - TDD	**Reset**	**Perfect Order Fulfillment** - Not Perfect - Late Del. - Prod. Dis. - Order Visibility - % Discrepancy Free	**Logistics Chain Agility** - Built-in Stock Level Flex. - Resupply CT - Distribution Process Response Time	**Planned Cost to Actual Cost** - Main. Cost - Budgeted to Actual Unit $	**Total Logistics Chain Cost** - Supply Cost - Depot Main. Cost
MC Rates - NMCS/ NFMCS Rates - % Time Free of Supply-Related Casualty Reports	**Dist. Visibility & Control** - ITV for Deployment - Project Code Accountability - Commercial Links	**Services Support** - Footprint	**Oper. Draw-down**	**Percent Total Asset Visibility** - In Process Visibility - In Transit Visibility - In Storage Visibility	**Logistics Chain Cycle Time** - Logistics Response Time - Procure. CT - Issues w/o delay	**Demand Forecast Accuracy** - Depot Main. Req's Forecast - Acc. of Budget Cust. Orders	**Total Logistics Chain Cost %** - Supply Cost % - Depot Main. Cost %
Commodity Avail. - Shortages By Class of Supply	**Dist. Effectiveness** - Movement Effective. - Requirements Fulfillment by RDD - Opportunity Costs - Deployment Effectiveness						**Value Added Productivity** - Cost per unit of Operation/ Availability
Log Unit Read. - Supply Unit Readiness - Transportation Unit Readiness	**Combat Effect. Ach.** - Combat/Sustain Ratio - Total Re's Missed by ALD/LAD/RDD - Support Availability - Mission						

Logistics Performance Management Process